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16 October 1963

MEMORANDUM FOR THE RECORD

SUBJECT: Fitness Reports - Overseas Personnel

1. Subsequent to our "think-aloud" session this morning on the general subject of fitness reports for overseas personnel, I began to focus on one specific aspect. I refer to the security implications arising from an employee's reaction to a rating which is below expectations.

2. Special considerations overseas: The employee is on neutral or hostile ground, and perforce more vulnerable to opposition recruitment efforts--and we must concede that the identities of a large segment of our personnel overseas are known to other services. The employee's behavior pattern can be, and frequently is, determined as a routine technique by local and/or hostile services. The employee is frequently a member of a tight-knit community, where variations from his normal pattern (including his moods) are high-lighted. To take the case of employee X, which I cited this morning: He was so fundamentally shaken by a critical FR that he took a week's leave to recover composure. For a certain period, therefore, his loyalty, discipline and motivation were under severe strain. This mood carried over to his wife, thus increasing the general area of vulnerability and broadening the range of targets.

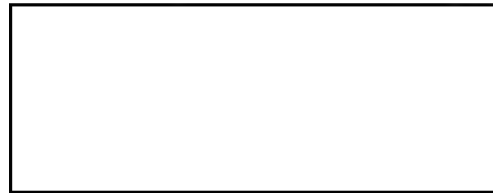
3. Significant numbers of overseas operators are in a liaison capacity. Where the relationship is a close one, the employee's mood is quickly noted, and vulnerability is increased since the "offended party" is wide open to the sympathetic approach. This applies with at least equal force to senior officers, to include chiefs of station.

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4. In sum, there is solid ground for the attitude of the DD/P in this matter, ground which must give due (if unspoken) weight to security implications, despite the seemingly obvious approach normal management practice might indicate as routine.

5. It is suggested that a spot survey of the practices of DD/P line divisions in briefing chiefs of station and bases re handling of fitness reports overseas would be pertinent.



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